

Against the Grain

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Booklover-Canetti Crowds and Power

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in developing and attracting the expertise that they need to be successful. A manager should seek ways to support professional development. Such support may include professional time in attending local workshops and online courses or webinars. Funding for training and travel will assist employees who need to seek coursework or training away from the local community. State library and regional associations not only provide professional development but assist personnel in connecting with other professionals in their field. There are non-library professional development opportunities as well such as technology conferences and subject discipline meetings. If library funding is tight, associations often have scholarships, universities may have employee support funds, and cities may have a training budget. An inexpensive professional development activity is sending a team of employees to libraries in the region, especially those libraries that are undertaking similar initiatives. Or host a personnel from another library to share their expertise and experiences as a way to learn more about a project or process. Finding options that work for your library may require creativity but there are successful methods for building new skill sets that will support library objectives.

In addition to professional development, a manager may update a position description to incorporate new responsibilities. Adopting new procedures, responsibilities, and applications may be outlined in a position description or articulated as expectations within a

performance review. With a shared vision, professional development support, and accurate position descriptions, a manager is able to lead personnel to transform their services and operations. New employees will complement existing skills strengthening the overall team in achieving the goals of the organization.

On a construction site, there are a variety of tools and equipment to accomplish the work. As in organizations, there are a variety of software, hardware, and equipment to facilitate the work of libraries. These tools are essential to achieve the objectives but typically ever changing and expensive! Part of the planning process must include strategies to purchase or develop the infrastructure that will be necessary to accomplish the initiative. This is a challenge particularly for technology because it is fluid and requires a replacement cycle. Typically, libraries have not been fully funded for technological innovation, so directing existing funding is required meaning that a manager must carve it out of existing budgets — or frankly take it from another operation. Imagine taking a screwdriver from a construction worker and giving it to another worker! The planning process helps such decisions in determining the allocation of limited resources and developing buy-in from personnel who may not like the decisions but hopefully understand the reasoning.

During construction, it is inevitable that changes will be necessary. Budgets may shift, employees may leave an organization, delays occur, and mistakes happen. Construction projects typically have contingency budgets and flex within the timetable. Emergency budgets and time flexibility are usually not within a library's operations but the concept

of being flexible and adjusting to changing conditions is a good quality for any organization. Particularly for organizations that are in transition, individuals need to be nimble to adjust to circumstances.

As with any new building, there are ongoing costs to sustain the initial investment. When developing a new initiative, planning needs to include sustainability costs such as technology replacement, continued professional development, and operational funding. Buildings require constant maintenance so following a transformation, managers need to account for and plan for the continued costs to sustain the change. Failure to do so may result in an organization falling back to its previous state or that the initiative has a great start but falls into disrepair.

Finishing a construction project brings great relief and satisfaction. Working through various details, putting up with construction, dealing with delays, and reworking budgets are stressful but the end result is worth the pain. Yet once it is complete, it is time to work on the next project or perhaps start to renovate. So too for organizations as you realize how much more you know now or perhaps some time has passed and it is time to reexamine the initiative. Organizations are organic institutions that change and evolve over time. New personnel join an organization, others retire, technology advances, budgets shift, and leadership changes. All of these adjustments mean continual sleepless nights — wondering how individuals will adapt new skills, budgets will hold out, and transformations occur. A manager tosses and turns while seeing blueprints, cranes, equipment, and budgets striving to stay ahead of the changing information landscape. 🌿

Booklover — Canetti Crowds and Power

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“*Crowds and Power*.” This intriguing title by **Elias Canetti**, the Bulgarian author who won the **1981 Nobel Prize for Literature**, caught my attention while perusing the library for the next reading selection toward my goal of reading one piece of work by every author who has every won the **Nobel Prize**. (Update — 51 laureates’ literature read — not quite halfway to the goal.) “*Crowds and Power*” presents itself like a case study of humanity, possibly even a textbook for a sociology course. In 50 short somewhat staccato chapters he guides the reader through an understanding of crowds. He begins with the interesting premise in the first chapter entitled, “The Fear of Being Touched.” “There is nothing that man fears more than the touch of the unknown. He wants to see what is reaching towards him, and to be able to recognize or at least classify it. Man always tends to avoid physical contact with anything strange.” A couple of paragraphs describing this fear and then: “It is only in a crowd that

man can become free of this fear of being touched. ... This reversal of the fear of being touched belongs to the nature of the crowds.” **Canetti** then spends several chapters describing the open crowd, closed crowd, rhythmic crowd, stagnating crowd, flight crowds, ethnic crowds, reversal crowds, the pack, religious crowds, and finally the crowds in history.

Then the dynamic shifts to power. 55 chapters are given to navigate power. He begins again with an intriguing title: “The Entrails of Power” and an investigation into the use of the hand. Power is shown with force, speed, survival, secrecy, mercy, command, transformation, fame, and is illustrated with descriptions of African kings, slavery, rulers and paranoiacs.

But the most thought provoking illustration of power for me is in the chapter entitled “The Orchestral Conductor.” “There is NO more obvious expression of power than the performance of a conductor. Every detail of his public behavior throws light on the nature of

power. Someone who knew nothing about power could discover all of its attributes, one after another, by careful observation of a conductor.” **Canetti** begins with the single aspect of standing — a power stance. The conductor is the only one standing. The orchestra sits in front. The audience sits in back. “Quite small movements are all he needs to wake this or that instrument to life or to silence at will. He has the power of life and death over the voices of the instruments; one long silent will speak again at his command.” This same power is also over the audience who is usually abuzz until the conductor appears on the dais. They become silent and still in their seats and remain that way until the conductor makes the final baton movement.

I love live music, be it classical, jazz, blues, rock-n-roll, indie, or up and coming, and enjoy

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vided by the RedLink SiteLeads service that is also intended to assist with sales efforts?

KA: Sales and management teams at publishers often have to go through IT or analytics staff to get reports. This can be a slow process, and often the reports don't quite hit the mark. We've even spoken to sales and marketing teams at large, well-established publishers with dedicated analytics departments who experience delays when requesting a customized report. For salespeople out in the field or third-party agents, this is especially challenging. Publisher Dashboard puts all the vital reporting in a secure Web app that's available 24/7, with the ability to give limited access to certain sales people. For instance, maybe the agents in Asia just have access to data from customers in Japan, China, and South Korea. This all has a few positive effects on retaining customers and acquiring new ones. First, sales people can take customers through the usage data "live" and show them how demand has increased, costs have changed, and so forth. Second, if sales agents halfway around the world have access to the data, they can be selling while the home office rests, making the entire operation more efficient.

SiteLeads is a unique service that takes publishers beyond the customers they have, and helps them identify and contextualize institutions generating demand. It uses proprietary technology to quickly and precisely identify unmet demand for a publisher's content, and puts it into the context of their current customer base, so they know how good a lead might be.

SiteLeads uses Publisher Dashboard data to put data about new leads into context, but the data from SiteLeads represents a new source of information about the market. So far the publishers who have signed on love it. The new leads generated either point to otherwise unknown opportunities, or provide real evidence of potential usage to prospects that are on the fence.

ATG: *What should librarians and publishers expect to pay for subscriptions to these services?*

KA: Our goal is to have wide adoption across the industry, so our prices are affordable. Generally, a library will pay a one-time setup fee and then a low annual subscription fee of a few thousand dollars. We have some different pricing based on library type and whether it's part of a consortia. For publishers, we differentiate between non-profit and commercial publishers, but it's essentially the same approach — a one-time setup fee, and then a low annual subscription. SiteLeads works a little differently, because we sell bundles of "unlocks" on top of the subscription, but again, the goal is to make the investment level manageable.

ATG: *Privacy is always a concern with data collection. What steps does RedLink take to ensure librarian and publisher privacy is protected?*

KA: Privacy and security are interrelated issues, both of which we take seriously. We use two-step authentication across our product suite, 256-bit SSL, secure facilities, and other techniques to ensure top-shelf security. As for privacy, which is also a policy issue, we review our privacy policies regularly with our

counsel, and ensure they comport with various regulations and expectations. Running a data company is really code for running a privacy and security company. We know that.

ATG: *We understand that new products are under development. Can you give us a heads-up and tell us what the market can expect from RedLink in the future?*

KA: The most exciting new product just rolling out now is Remarq. This is designed to give researchers, authors, editors, and practitioners convenient tools to collaborate, annotate, and share articles, all without changing their workflows by drawing them away from the journals and online content they know and trust. Players like ResearchGate and Academia.edu have tried to draw researchers away into their "walled gardens," but we feel the better solution is to bring the tools to the users, not the other way around.

Beyond this, we have other things in the works, but nothing I'm ready to talk about yet.

ATG: *Kent, if you were conducting this interview what question would you ask yourself?*

KA: I'd want to know how a former publisher is doing with the library market. And, I have to say, it's going pretty well. I've always felt that we both serve a common customer, and the vantage point I have now at RedLink makes this even clearer, while giving me direct ways to realize this perspective. The library community has been nothing but generous in its reception. I think there is a lot of interest in market innovations, and that our commitment to doing a good job and finding solutions helps reassure people that we're serious. 🐼

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as many concerts as practical. This chapter twisted my thinking in a whole new direction. With **Spoletto** just around the corner, I will be observing the conductors in a whole new light.

Canetti was born in Ruse, Bulgaria to Jewish parents in 1905. The family moved to Britain prior to the sudden death of his father, after which his mother moved them to Vienna, then Zurich, and finally Frankfurt where **Canetti** graduated from high school.

He returned to Vienna and obtained a degree in chemistry from the **University of Vienna**, but never worked as a chemist. He had discovered the worlds of philosophy and literature and that set him on the path that led to his **1981 Nobel** "for writings marked by a broad outlook, a wealth of ideas and artistic power." 🐼

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highest honors." The **Webby Awards** lauded the **Internet Archive** for being "the web's most knowledgeable historian." Perhaps the greatest honor of the evening came in the form of a video narrated by **Open Knowledge champion, Lawrence Lesig**. He said, "Creativity and innovation built on the past. The **Internet Archive** is the foundation preserving that past, so that perhaps, one can at least hope that our children and their children can shape a future that knows our joys and learns from our many mistakes." The award was presented by **Nancy Lublin**, CEO of the **Crisis Text Line** and **DoSomething.org**, who pointed out that in this chaotic political year, the **Internet Archive** has saved "200 terabytes of government data that could have otherwise been lost in the transition from blue light saber to red light saber."

And, listen up! **Brewster Kahle**, the founder and Digital Librarian of the **Internet Archive** will be our keynote speaker at the **2017 Charleston Conference** and the **Conference** thanks the indefatigable **Ann Okerson** for arranging this! <http://blog.archive.org/2017/05/16/and-the-webby-award-for-lifetime-achievement-goes-to/>
<http://www.charlestonlibraryconference.com/>

Got a nice note from the awesome **David Worlock** via **Anthony Watkinson** and **Becky Lenzini** about the publication of the latest volume of **Liber Quarterly** which marks the retirement of **Pat Manson** who has made a huge contribution to Library and Information work in Europe! Congratulations! <https://www.liberquarterly.eu/586/volume/26/issue/4/>

I understand that many of the **Fiesole Retreat** speakers have papers in the above-referenced issue of **Liber Quarterly**. I was so sorry to have to miss **Fiesole in Lille** which I heard from **Leah Hinds** and others was spectacular for content and tourism! There are several reports on **Fiesole Lille** in this issue of **ATG** which will be mailed shortly as well as posted on the **ATG NewsChannel**. **Leah's** report will be posted online shortly as well. Many of the papers from the **Fiesole Retreat** are loaded on the **Casalini** website. Visit http://www.casalini.it/retreat/retreat_2017.html.
<https://www.liberquarterly.eu/586/volume/26/issue/4/>

We met many years ago in Fiesole, Italy, when she was working for **Casalini Libri** and later at **Ithaka**. And the vivacious **Colleen Campbell** has a new position as **Partner Development** in the **Open Access 2020 Initiative** at the **Max Planck**

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